THURSDAY, NOVEMBER 5

Present: Ben Baker ’09, Kim Brody ’78, Sonja Clark ’03, Sam Dotzler ’00, Greta Fure ’09, Mark Hermodson ’64, Autumn Hilden ’99, Curt Nelson ’91, Rebecca Odland ’74, Mario Paez ’01, Ron Pechauer ’59, Cheryl Philip ’10, Lisa Warren ’86 and Mark Williamson ’88.

Absent: Amy Gillespie ’88

Visitors for at least a portion of the day: Chris George ’94 (Dean of Admissions and Financial Aid), Matt Gustafson (Associate Director of Alumni and Parent Relations), Brad Hoff ’89 (Director of Engagement, Alumni and Parent Relations), Camilla Madson ’72 (Annual Fund Chair), Steph McCluskey (St. Olaf Fund Director), and Kelly Vikla ’82 (Assistant Director of Alumni and Parent Relations).

The meeting was called to order by Sam Dotzler. Prior to each member introducing themselves, Brad announced that Greta Fure had been hired as full time employee of St. Olaf and so he asked and she graciously agreed to resign her position on the board. He also said Karl Uri ’99 submitted his resignation because of an increased work travel schedule.

St. Olaf Fund Report

Camilla Madson reported that the St. Olaf Fund is fully staffed and under Steph McCluskey’s strong leadership has been reorganized. The St. Olaf Fund Board is all but complete, they are recruiting one final position. The process for recruiting Class Fund Agent agents is also going well with the rosters having recently cleaned up.

Camilla shared that last year the St. Olaf Fund surpassed its FY ’15 goal of $4,570,000 by raising $4,715,662, which represented an increase of $362,109 over FY ’14. While the donations increased, the percentage of donors decreased with 22.46% participating versus a goal of 23.8% - mirroring a national trend. The goal for FY ’16 is to raise $4.9 million through 8,154 donors. All funds raised go toward financial aid, academic resources and student life.

Steph McCluskey noted that as of November 4, the St. Olaf fund has raised $897,000 through 1,670 donors which puts them slightly ahead of last year’s pace.

Camilla then mentioned the recent successful launch of a Class Fund Agent Portal which makes being a Class Fund Agent a great deal easier and more efficient. Rather than have a single volunteer summit to role the new portal out, the fund segmented volunteers. Those in reunion years or who were post 50th reunion met on campus, while those who were non-reunion years but pre 50th reunion will meet in the Twin Cities. Camilla said they are also using webinars and web tools to help CFA’s.

Camilla also spoke about All in for the Hill on Tuesday, November 10th. The goal is to make it the largest day of giving in St. Olaf History. Every gift made on the 10th will be matched with an additional $100 (up to $200,000). All sorts of activities will be going on including postings on Facebook, Twitter, and the
web page and www.givecampus.com/signup. A Senior Gift Program will also be part of the All in for the Hill campaign. A video featuring President Anderson and other notable campus figures promoting All in for the Hill was sent to between 30,000 and 40,000 email addresses. Camilla said the Fall Blitz started on October 27 and will end with All in for the Hill and closed by asking board members to mark their calendars for the March 5, Black and Gold Gala.

Cheryl Philip asked if donations made on tenth could be directed towards the Multicultural Alumni Network. Steph indicated she thought it would be possible and suggested using the givecampus.com site and noting the organization in the “memo” section so the funds would be used accordingly.

Curt Nelson asked about St. Olaf’s giving trend and how that compares to peer institutions.

Steph said St. Olaf, like most institutions, has seen fewer donors but overall dollars donated staying level or increasing. The five year giving rate is at 30%. The goal is to get those alumni that give every two or three years to give every year. The decades of the 50’s and 60’s are more loyal and have a giving rate in the 50% rate. The Annual Fund is educating current students in what it means to give back, what it means to be an alumni, and focusing in on all elements of student philanthropy.

Ben Baker asked if they have any data on people who don’t give.

Steph responded that while there is some data, there’s no single reason. It’s not that alumni say they are upset and therefore choose to withhold funds, rather most say they truly enjoyed their time on the Hill and we need to help them to see past the financial barrier. We also need to make sure we have accurate contact information for our young alumni who tend to move frequently.

Mario Paez asked if there was any information on millennial giving.

Steph mentioned theirs lots of data on millennials and that they do interact differently from past generations. She said a key to our success is using multiple platforms, including (somewhat counter intuitively) direct mail and the call center to reach them.

**Admissions Update**

Chris George ’94 shared the recruiting goals and results for the Class of 2019, which included attracting 809 first year students, 20 transfer students, and increasing diversity by 1%.

Chris said Admissions recruited 763 First Year students, 23 transfer students, and met the goal of increasing diversity by 1%. Overall domestic multicultural students now make up 19 % of the class. Other key characteristics of this class include:

- First Generation 19%
- Legacy 31%
- Out-of-State 61%
- International 8%
- Lutheran 27%
- Female/Male ratio 54% / 46%
- Average HS GPA 3.59
He noted that the study body comes from every state, 86 countries and every continent but Antarctica.

Chris continued by sharing the goals for the Class of 2020. The goal is to attract 770 first year students and 24 transfer students and Admissions will be focusing on key markets including the Twin Cities, California, Chicago, NYC, Washington D.C., Colorado, Seattle and Portland.

Sam Dotzler asked why 2020’s overall goal of 770 was lower than this year’s goal. Chris responded that it is a more realistic goal.

Chris noted there was a decline in Minnesota students but that are expecting to bring in more than 100 students from Illinois. They had more than a 50% increase in applications with 7500 applications and admitted 2700 students.

Brad asked if St. Olaf is deliberately seeking to raise the academic profile of incoming classes. Chris said while that has not been a specific strategy, as St. Olaf has moved from a regional to a national institution, competition has increased which has raised the average incoming GPA’s and ACT scores. He mentioned that Admissions takes a holistic approach and have admitted students with ACT scores that range from 18-36. The Admissions team is looking for a broad set of factors that will make sure a student is a good fit and will be successful at St. Olaf, not just a test score.

Autumn Hilden asked what Chris meant when he said increased attention will be paid to California. Chris stated that last year they had one officer responsible for California, Wyoming and Colorado. She is now exclusively working in California. The office will also be purchasing more names of California high school students to increase direct marketing to them. Carleton and Macalester are getting 50 students from California while St. Olaf gets 25. Chris is confident that St. Olaf can attract 50 students as well. Besides California, Chris said Chicago is a major area of focus. Chicago applications have gone from 300 to 600 in 3 years. The college has doubled high school visits in Chicago and California.

Chris also discussed how Admissions stresses St. Olaf’s value and affordability to students along with the four pillars of rigorous academics, intense residential life, global perspective and the Lutheran faith perspective. He said St. Olaf does all four exceptionally well which differentiates us from other colleges. He also said Olaf will need do a better job of communicating how affordable St. Olaf is to prospective students. He stressed that the college meets 100% of demonstrated financial need for both domestic and international students, the median four-year student loan amount is $27,000, and that 88% of students receive some sort of financial aid.

Chris mentioned that St. Olaf has led the way in being transparent with student outcomes. Anyone can search where Ole grads end up in their first job and this is based on collecting 90% of responses from the graduating class versus some schools which report out when they only have 30% of a class.

Reviewing Admission’s strategy, Chris said they are partnering with campus groups like Music Orgs to ensure tours connect with fertile recruiting territories like the West Coast, Texas and Denver. He highlighted work with Advancement, combining prospective student lunches with the St. Olaf on the
Road in New York, Denver and Seattle programs. They will also be planning trips with Athletics as they recruit in Chicago and Orlando.

As St. Olaf looks to expand Minnesota applications, Chris described providing buses from the Twin Cities to campus for Fall Visit Days and hosting dinner for Minnesota High School Counselors in conjunction with Christmas Fest. He and his staff do many financial aid presentations and did a large Twin Cities student sendoff event that attracted more than 200 incoming first year students.

Turning to how alumni can help in the admissions process, Chris said supplying names of student who would be great fits at Olaf, participating in networking events like the Ole Suite and attending St. Olaf on the Road and Connections events are hugely important. Of course hiring Oles, providing internships and research opportunities also greatly helps the cause.

Ron Pechauer asked if St. Olaf would join other schools who are not considering test scores when evaluating students. Chris answered that in the next five years there will likely be many conversations about going test optional but St. Olaf’s peers are not adopting that approach. He emphasized that test scores are one piece to the puzzle and that he and his staff read each application and draw on other sources when making a decision.

Mario asked about programs for underrepresented populations. Chris mentioned a number of them and highlighted St. Olaf’s participation in the Posse program which when fully implemented will provide a free education for a total of 40 students. He also spoke about summer support programs St. Olaf offers.

Sonja Clark asked how St. Olaf compares to other schools in the range of tuition increase Chris discussed how increases have been between 2 and 2.9% during the last 5 years and St. Olaf’s choice to peg increases to the consumer price index. He said 88% of St. Olaf students receive some form of financial aid and that Olaf remains competitive while providing a tremendous value.

Committee Reports

Alumni Awards

Curt began his Alumni Awards report by showing the Distinguished Alumni Award winner video that was played at the awards dinner. He noted that having a video collection will help chronicle the award as well as encourage others to nominate candidates.

He next discussed the award process and how the committee makes selections, forwards recommendations to the Alumni Board at the April meeting and then the Alumni Board submits finalists to the Board of Regents for their May meeting.

At this point, Curt noted there are eight new nominations with another two or three in the hopper. Curt then mentioned the GOLD Award has only been awarded once back in 2011 and asked about its relevance. This led to a number of board comments suggesting the criteria be changed to something attainable for younger alumni which more closely resembled the Alumni Achievement award rather than the Distinguished Alumni award. This might look like those who win the 40 under 40 awards or take into account that many international alumni can’t have a close relationship with St. Olaf because they are doing amazing things abroad.
Chapter Structure

Ben discussed how two years ago the board decided to implement steering committees in the Tier 1 Cities which would have the following positions, Co-Chairs, Welcome Ambassador and Piper Center Liaison. To support this process, conference calls were held for each of the three positions. They discussed next steps and how to help monitor what the volunteers are doing. Each chapter was listed in the fall issue of St. Olaf Magazine including an email alias so that when an Ole moves to that area, they can contact the alias which is monitored by several people in a particular chapter as well as the APR staff.

Ben stressed that contact from the city must come from chapter volunteers so that Oles learn about the alumni network. He said a number of questions need to be tackled by the chapters including:

- How does the committee reach out to people who have settled in a city?
- How can we reach out to people in a personal way?
- How do we figure out who to reach out to?
- What is the process and timeline for recruiting new volunteers?

Ben proposed having APR run a report for all alumni events that take place across the country.

Brad complimented Ben and the committee for establishing the chapter structure which has proved its value. Even though Ben and Siri moved away from New York City, the chapter’s activities did not miss a beat because of the structure ensured a smooth transition to new leadership. Lisa Warren also shared her appreciation for watching the chapter structure work.

Sonja suggested that having an individual engagement score might greatly aid in the volunteer recruitment process as the chapters seek new members from year to year.

Twin Cities

Greta Fure discussed how the Twin Cities committee was creating a structure called RSVP (Relate, Savor, Volunteer, Play) to engage local alumni. The group is a bit less formal and held its first planning meeting this summer which was attended by about 20 people. The group discussed possible ways to connect with Oles and have conducted two brewery tours and one food shelf service event. A second planning meeting will be held in two weeks. They have established a RSVP Facebook page and would like to share it among all current class year Facebook pages.
FRIDAY, NOVEMBER 6

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Absent: Amy Gillespie ’88, Rebecca Odland ’74

Visitors for at least a portion of the day: President David R. Anderson ’74, Ryan Bowles (Athletic Director), Kirsten Cahoon (Interim Director of Piper Center) Theresia Dewi ’16, Matt Gustafson (Associate Director of Alumni and Parent Relations), Mary Haasl ’16, Brad Hoff (Director of Engagement, Alumni and Parent Relations), Feng Liang ’16, Matthew Petterson ’16, Kevin Ross ’16, Abigail Senuty ’16, Kelly Vikla (Assistant Director of Alumni and Parent Relations), Juila Weston ’16 and Bailey Williams ’15.

27 Sports – One Team

Ryan Bowles, St. Olaf’s first full time Athletic Director, introduced himself to the Board. He was a Division 3 soccer player at McDaniel College and then worked at the University Maryland as an Associate Athletic Director. He guided the University’s transition from the Atlantic Coast Conference to the Big Ten and so is very familiar with Division 1 athletics. He laid out three goals for St. Olaf athletics:

- Make decisions that are best for athletes and ensure they everyone graduates,
- Ensure athletes represent the college and all the ideals it stands for,
- Compete and win conference and national championships.

Ryan noted that 25% of the student body participates in athletics and that when people talk about St. Olaf they think of excellence in academics and music. He thinks it is important to add athletics to that list. He said Ole teams will compete the right way and at the highest levels and that athletic success is “good for business.” It helps attract students, engages alumni and instills institutional pride.

Speaking of pride, Ryan said one program he has already instituted are the Ole Pride games. Each team selects one game to highlight. Extra marketing efforts are used to drive higher attendance at those games which have featured give-away items such as Ole sunglasses or pizza. He is also encouraging students, faculty and staff to wear Ole gear on Fridays to show school spirit.

Ryan said he was thankful for the opportunity to be the first A.D. and that the nature of Division 3 sports has changed dramatically since he played. Overall commitment to sports has gone up which puts increased pressure on coaches to recruit and colleges to provide facilities.

Ron asked if coaches would remain in the classroom. Ryan said that those who would like to continue teaching will do so.

Lisa said she appreciated Ryan’s vision and encouraged all board members to help in the recruiting process for student athletes.
The Big Discovery

Brad gave an overview of the Big Discovery project which was conducted this past summer in the Twin Cities. The APR office hired 14 current students to conduct one-hour, one-on-one, in-person interviews with alumni. The project’s purpose was to:

- Reconnect with alumni,
- Reignite their passion for St. Olaf,
- Develop skills for the student interviewers, programming group and CURI data analysis team and
- Learn about alumni programming and volunteer preferences.

The program gave alumni a chance to tell their stories and explore both their past and current relationship with the college.

A sample set of 1700 alumni were chosen and received a letter from President Anderson letting them know they would be contacted by students involved in the project and that they would not be asked for money. These alumni were selected because they had previously been engaged with the college (attending events, volunteering or making a donation) but were not at this point.

Each aspect of the project was student driven. On group conducted the interviews. Another made up of HiPerCIC (High Performance Computers in the Classroom) students developed the software application to record data and schedule the interviews. Finally a third group of CURI (Center for Undergraduate Research and Inquiry) students analyzed interview results.

The project created significant engagement with alumni. To provide context, in two and a half months the student interviewers completed 440 interviews. During a typical year, a development officer completes 116 personal visits.

Bailey Williams ’15, team captain, shared her project experiences. Besides conducting interviews she contacted each student interviewer on a weekly basis and then created a critique to improve future versions of the program. She mentioned that after the letter from the President, alumni received an email, followed by a phone call and then a final email inviting them to an interview. Students were coached not to pester alumni.

Bailey stressed that interviews were held in public places such as coffee shops or alumni work places. She said to maintain the conversational tone of the interviews, very few notes were taken while they occurred. After they were completed students recorded their notes into the Big Discovery app.

Bailey shared she thought the Big Discovery project was a great experience for both students and alumni. She noted a couple of her favorite interviews. One involved an alumnus working at Medtronic who gave her a detailed tour of the facility and talked about their innovations, while another interaction found her talking to an alumnus who started his own theater company as well the St. Olaf comedy troupe in which Bailey currently performs. Bailey also recounted that another student interviewer was offered a paid internship with an attorney practicing the specialty the student is interested in pursuing.

Next the CURI students (Theresia Dewi, Feng Liang, Kevin Ross, Abigail Senuty supervised by Prof. Ryan Sheppard) gave a brief overview of their analysis. They noted that interviewees skewed towards more recent graduates with the following percentages broken down by decade:

- 1960’s 2.5%
- 1970’s 11.6%
- 1980’s 18%
• 1990’s 15.9%
• 2000’s 30%
• 2010’s 22%

Slightly more women 52% than men 48% participated and roughly 40% of interviewees had a legacy connection to St. Olaf while 60% did not.

On an encouraging note, 75.5% expressed interest in future engagement. In terms of programming 74.5% alumni were interested in at least one type of educational or social event while 59.3% indicated an interest in volunteering. Of volunteer activities, nearly 40% were interested in mentoring a student.

The CURI team had some broad preliminary recommendations to offer based on their initial analysis:
• Offer more casual events, particularly geared toward younger alumni,
• Offer more family-friendly events,
• Offer more events in the Twin Cities area,
• Offer more mentoring programs that permit alumni to connect with current students on an individual level,
• Follow up with alumni 3-5 years from now,
• Feature more student perspectives and everyday elements of campus life in the St. Olaf Magazine,
• Keep alumni updated on college’s future plans.

Mario asked about the demographics of those who received one of the 1700 invitation letters. Bailey answered that she had contact with many multi-cultural alumni in her interviews but didn’t know the overall percentage.

Curt asked if even though the interviews were not focused on giving, if the subject came up with alumni. Bailey said it did, with responses ranging from some not wanting to be bothered to donate, to those who plan to give in the future, to those who actively support the college.

Cheryl asked what criticisms were offered. Bailey cited the rising cost of tuition as the most common complaint and wanting St. Olaf to broaden the community’s diversity.

Brad indicated that Big Discovery 2 would happen this summer in the Twin Cities.

**Piper Center Update**
Kirsten Cahoon ’98, the Piper Center’s Interim Director, introduced Kris Estenson, Associate Director, Alumni Engagement and three students who benefitted from Piper Center resources, Julia Weston ’16, Mary Hozel ’16 and Matthew Petterson ’16.

Kirsten reminded the Board that Piper has 10 professional staff members and 22 student peer advisors. She shared some of their 2014-15 accomplishments:
• 71% of first years attended Focus on First Years where they take the MBTI and get their results,
• 185 sophomores participated in Quo Vadis,
• 193 students received funding for internships,
• 75 traveled to Chicago, D.C. and San Francisco as part of Connections trip (met 402 Alumni),
• 534 students attended Ole Suites (Ole Biz, Ole Med and Ole Law),
• 144 employers and grad schools visited campus,
• 8 out of 10 students used the Piper Center last year,
• Oles students are more engaged with Piper Center (career office) than their peers at other schools.
Kirsten also offered the following ways Alumni Board members could help the Piper Center:

- Share job opening information,
- Network with students (Ole Suite, Connections, other events),
- Share your career story through Alumni in Residence or as a panelist,
- Mentor an entrepreneur - volunteer as an Ole Cup judge or mentor,
- Recruit an Ole – participate in on-campus recruiting,
- Promote Piper Center services,
- Let other alumni know about Piper Center resources and staff.

Next, Kirsten turned to three students who have taken full advantage of Piper Center resources. Matthew Petterson ’16, a Math and Economics double major has kept in contact with different alumni he met through the on-campus recruiting sessions. He also went on the NYC Connections trip and found it helpful to see what possibilities exist in New York. This past summer he also took part in the Finance Scholars program where he met with 10 alumni who all had finance-related careers. This helped him narrow his focus and he will be pursuing investment banking.

Julia Weston ’16, a Biology and Spanish double major is interested in pursuing public health. She participated in the Rockswold Scholars Program which funds six interns who live together in the Twin Cities and work at the Hennepin County Medical Center. Some of the interns did clinical research, such as working on a vaccination while other shadowed clinical rotations. Julia was a public health intern covering services that help underserved communities. She was inspired to see the intersection of public health and medicine and is working on a project her senior year involving health-care for the homeless.

Mary Haasl ’16, a Political Science and Economics double major is planning on going to law school. During the summer after her sophomore year, she worked with the Social Entrepreneurship Scholars program which has different internships focused on social change. She lived together with group, and they were able to talk about their daily experiences. Her interest in law was piqued during the Chicago Connections trip on which she followed the law track. She met one-on-one with many alumni, including Sam Dotzler. These conversations solidified her desire to go to law school so Mary did the Legal Scholars program at the U this past summer, where she worked in international and human rights law. If that wasn’t enough to keep her busy, she was also a student interviewer for the Big Discovery Project. During one of her interviews she ended up talking with an alumnus who did immigration law and he offered her a paid internship.

Turning from these students, Kirsten briefly talked about Leslie Moore ’77, the new Piper Center Director who will start November 16. Leslie has a diverse work experience that she is bringing to the position and will focus on leveraging the commitment to St. Olaf of alumni and parents through a Career Community.

Career Communities are an emerging model that provides students on-ramps to the work world. Stanford and Colgate are two schools who use career communities and define them as:

Stanford: Offers specialized Career Development support to students in connecting them to internships and employment opportunities, mentoring and networking programs, and experiential learning opportunities.

Colgate: Rethink the introduction into this life-long alumni community and the world of work; the transition from a student for 4 years to an alumnus/a for 60-80 and create a community responsibility to one another.
Kirsten said we need to demonstrate the power of the liberal arts, leverage alumni connections, and engage alumni. We can provide robust opportunities to students to imagine the life they haven’t lived. We need to plant the seed early so that alumni are aware of their responsibility to students and then those students need to pay it forward to students that follow them. We should be “forward thinking” instead of going “back” to campus and “back” for Homecoming, etc. We can work on building an ongoing community around one’s career.

Autumn asked what the Piper Center offers for students not on the Med or Law track or who are taking a non-traditional work path? Kirsten answered that the Entrepreneurship program helps those students and the Piper Center offers a Making It in the Arts program.

Mario commented that from the previous Big Discovery analysis that alumni were looking to find how they can be involved and this is a great forum to share with them. Secondly, he asked what multi-cultural programs were there through the Piper Center? Kirsten responded that there is a deliberate connection with TRIO and SSS where we provide in-roads and connections for underserved populations.

Lisa shared that she received un-solicited positive feedback from supervisors of interns that were placed at her company on their preparedness and skills.

Ben commented that it’s fabulous seeing more and more students using these resources and asked if they found that there are students looking to use the resources but who cannot? Kirsten said, yes, the Piper Center is at the tipping point of needing to be able to provide more resources. That will be something the new Director will be looking at.

Sam asked how we can make it really easy for alumni to put together an internship. Kirsten said there is a link on the website connecting alumni to the Interim and summer internship program. Sam then suggested advertising this to alumni.

Autumn asked how she could facilitate a Connections trip to the L.A. Kirsten explained that currently we identify six different cities and we rotate through three of those cities on a two-year cycle. We are limited in that the program takes students on the trips during the three big breaks so that students don’t miss class time and therefore, it would be difficult to add another trip. Currently, NY/Chicago, Seattle/SF, Denver/DC were chosen because of high density of alumni in those areas and industries. Leslie Moore may review this and be open to exploring new cities.

**Changes in Music Orgs**

Jean Parish ’88 recently replaced Bob Johnson (BJ), who retired after serving the college for 37 years. BJ was known as an entrepreneur with boundless energy to promote music orgs. He founded St. Olaf Records, envisioned the domestic/international tours, as well as made sure Christmas Fest was aired on MPR and televised every 5 years.

Jean sang in the Olaf Choir, toured to Asia and was deeply influenced by her experience. She is charged with keeping Music Orgs musically vibrant and relevant, and financially stable. This may involve changes. Consider the future of St. Olaf Records. She asked if people will still be buying CD’s in five years. Jean and her team are contemplating technology changes and how music will be distributed in the future.
Music Orgs is more deliberately partnering with a host of organizations such as taking into account Admissions goals when planning tours, working with the Piper Center to establish internships and teaming with Ryan Bowles to have music performed at select athletic events.

She is also looking to broaden St. Olaf’s music reputation beyond the big three ensembles (Choir, Orchestra, Band) to include groups such as the Jazz band which was named the top Jazz band in the country and will be touring Cuba. Jean noted a key to doing so is performing beyond the Hill.

Lisa asked Jean if that meant folks can expect more church performances. Jean noted they are trying to accommodate requests and that she needs to stay within budget and tries to run these programs as budget neutral.

**Campaign Update**

Enoch Blazis, Vice President for Advancement, noted the new campaign is comprehensive and not focused on capital projects. He mentioned that we are at year two and a half of a quiet phase where you reach out to your best donors and help build momentum. The Advancement Division has raised $82 million to date. The campaign will likely move to a public phase next fall and will likely have a goal of at least $200 million.

He and the Develop Officers are using a campaign prospectus to approach donors and noting the four key thrusts which include High Impact Practices, Residential Learning, Affordability, Sustainment and Enhancement of Mission.

Ron mentioned that he found the prospectus very exciting. He liked the emphasis on endowed faculty and administrative programs and the information it gave on the college’s funding priorities.

Enoch said the campaign will really emphasize driving up the endowment which has doubled in the last 10 years and we would like to see double before our sesquicentennial.

Cheryl asked if planned gifts are being counted in the campaign. Enoch answered, yes, if it is an irrevocable gift and the donor is 70 years or older. He said around 30 percent of your campaign should be planned gifts.

Ben asked about how long the campaign would last and what timing is typical between ending one campaign and starting a new one. Enoch said he thinks the Board will decide at the May meeting if the public phase will launch in ’16 and then potentially wrap up by ’20. Enoch emphasized the college controls when to go public and how long it will last. He said our last campaign ended in 2008 and so this is a typical time to start a new one.

Sam asked how this campaign compares to other colleges. Enoch said Carleton finished their last campaign around $300 million and is starting a new one in the $400 million range. Colorado College is shooting for a $200 million campaign.

Greta asked if the campaign has a name. Enoch said that hasn’t been named yet.
Autumn asked how to encourage people to participate even if their donation amount isn’t huge. Enoch said the All in for the Hill is a great example of encouraging participation at any level and helps build a Culture of Philanthropy.

Sam echoed the importance of the Culture of Philanthropy and creating the habit of giving, not just monetarily but also with time and talent.

Mario asked if dollars raised followed an 80-20 rule with 80% of donations coming from 20% of the alumni population. Enoch said that is a good rule of thumb and can range from 70-30 to 85-15 depending on the organization.

**Mission Statement**

President Anderson greeted the group and reminded them the college would be celebrating its sesquicentennial in 2024. He said the college’s last history was written 50 years ago and that the mission statement was last updated in 1987. In reviewing feedback to date, he said there is an overwhelming sentiment to shorten the mission statement but that it should not be as short as the top 50 company mission statements shared as examples.

President Anderson mentioned that he didn’t have a preferred outcome here and expressed a desire to hear the thoughts of the board.

Mark Hermodson mentioned that he has been in higher education for over 40 years. He counseled that the mission statement can be short if you have an accompanying document that outlines your aspirations that defines who you are as an institution.

Autumn said that a mission statement should say what makes St. Olaf unique and that in the current form it could be one of many colleges.

Ron recalled he was on staff in 1987 when they worked on the current statement. At the time he said he would have insisted that the ELCA be mentioned but doesn’t think it is critical to include now.

Sam noted the residential aspect of the college is missing from the statement.

President Anderson commented that St. Olaf’s branding process led to the articulation of the four pillars Academic Rigor, Intense Residential, Globally Engaged and our Lutheran Identity.

Cheryl said she is a huge roots and wings person. She asked if when you talk about St. Olaf’s roots are you addressing its Lutheran roots or Norwegian roots? What should we articulate as our roots? Can we describe what Lutheranism is without using the word?

President Anderson answered that if the college used a sequence of documents that included both a mission statement and a vision statement, maybe the definition of Lutheran can fit in the vision statement.

Sonja pointed out that recognition of the Norwegian heritage may play against diversification.

Mario questioned the statement of “high standards set by Norwegian founders.” He said that may be perceived as exclusionary and could be viewed as somewhat negative. He noted the demographic
differences in both the country and the college since 1987. He reminded the Board that the college is speaking to a changing audience as it attracts new students and faculty.

Mark Williamson questioned what emphasis to place on St. Olaf’s Christian roots noting that it could be a divisive topic.

Cheryl noted a Buddhist alumnus friend had said he received a great education at Olaf which included learning about the Christian faith. Cheryl thought it was important to keep within the mission statement in some form.

Mark W mentioned that he liked the broader inclusiveness of faith. He didn’t know how you get away from Lutheranism or Christianity.

Autumn commented that one phrase she thought was great was “theologically literate.” St. Olaf is academically rigorous and people know about faith.

President Anderson said that if you take all the Liberal Arts Colleges and put them in a basket St. Olaf is one of the few that does all the pillars to the highest standard. He said many do three well but not all four. He then thanked the group for their input and asked if he could report that the Alumni Board supported the reworking of the statement. The Board responded with a resounding yes. He said the next steps include sending out the comments to the larger community and then gathering a smaller group to craft some new drafts. He would like to share the drafts with the Alumni Board.

Before taking his leave, President Anderson gave a brief update and answered questions.

**Follow Up Items**

A board conference call was set for **February 9 at 7pm** Central Time.

Future board meeting topics and/or guests:

- Cheryl requested to hear from Cindy Fleming, Director of the Center for Multicultural and International Engagement as well as multicultural student leaders,
- Autumn expressed a desire to hear from the art department’s film faculty,
- Lisa asked for a follow up from Jo Beld and the Lutheran Identify Task Force.

Mario asked if St. Olaf’s Alumni Board has ever met with Carleton’s Alumni Board. Brad said he would research the possibility.

Sam adjourned the meeting.